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PPD MEMORANDUM NO. 15-52   31 March 1952

SUBJECT: Operational Instructions for Requisition Inventory.

1. Purpose. The Requisition Inventory furnishes a more adequate
system for providing Procurement, Placement, and Operating Officers
with accurate and logically organized data on outstanding recruitment
requests in order to produce a larger number of well-qualified candi-
dates.

2. Organization. The Inventory operates through a flexible
system of Requisition Cards that reflect pertinent data on outstanding
recruitment requests. Appropriate portions of the Inventory are
distributed to all interested parties from the requesting unit to the
Personnel Procurement Officers in the field. The following sub-para-
graphs explain how the card is prepared, distributed, filed, and
maintained.

a. Face of Card:

Serial No.	Unit No.	Profile Code	Date
Req. No.	No. of Positions	GS Range	Priority
Sex	Age Range	Educational Minimum	
ESSENTIAL QUALIFICATIONS:			
DESIRABLE QUALIFICATIONS:			
Form No. 37-92 (Front) PERSONNEL REQUISITION INVENTORY CARD Feb. 1952			

(1) The "Serial Number" is issued in chronological
     order by the Requisition Inventory Section.

(2) The "Unit Number" identifies the requesting Office
     --and, in some instances, the originating division
     within an Office.

(3) The "Profile Code" is a series of numbers (not less
     than two nor more than four) based on the
     Specialization Code (explained in paragraph 3) which
     translates the basic qualifications into a numerical

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(4) The "Date" is the date on which the requisition card is prepared by the Requisition Inventory Section. Each card will be prepared within twenty-four hours after the recruitment request is received.

(5) The "Requisition Number" is the number currently used in personnel control records and is assigned by the Placement Branch of either PDC or PDO.

(6) "No. of Positions" is the number of identical positions to be filled on the basis of a single requisition.

(7) "GS Range" is the salary range: i.e., GS 11-13.

(8) "Priority" is the priority assigned by the requesting unit on the basis of total outstanding requisitions from that unit: 10 per cent can be designated priority 1, and 20 per cent, priority 2. New priorities can be assigned as the high priority positions are filled. Recruiters should concentrate on priorities--but not to the exclusion of other requirements. Reports will be made on Priority 1 cases every thirty days and Priority 2 cases every sixty days. This system enables the requesting unit to keep the Placement and Procurement Officers advised at all times of their most urgent needs.

(9) "Sex" is indicated by "M" or "F".

(10) "Age Range" indicates the acceptable age range for that position; i.e., 25-35.

(11) "Educational Minimum" is reflected as follows: HS, AB/BS, MA, PhD.

(12) "Essential Qualifications" are sine qua non. Only nominees who appear to possess essential qualifications will be recommended to fill a position. This is most important to the requesting unit--as each essential qualification tends to reduce the number of nominees by geometric progression. For this reason, and to eliminate

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consideration of the obviously unqualified, it
is highly desirable that the qualifications be
divided properly between essential and desir-
able. It is hoped that the recruitment request
form can be revised along these lines but, in
the meantime, the Inventory staff will gladly
reissue any card to eliminate errors or increase
clarity.

(13) "Desirable Qualifications" are those that assist
in the successful discharge of responsibilities,
but are not absolute conditions of employment for
a specific position. Qualifications should be
listed under this category insofar as possible to
prevent the automatic elimination of good
candidates.

b. Back of Card:

Nominee	Date	Comment

The back of the card should be posted by Procurement
Officers, Applicant Control Section, Placement Officers, and
it is strongly urged that the requesting unit do so as well.
This will provide basic data for completing the thirty- and
sixty-day reports on 1st and 2nd priority cases and will enable
the requesting unit to explain why a candidate was rejected.

c. Preparation and Processing. Data for requisition cards
will be edited in Requisition Inventory Section from information
provided by requesting unit on recruitment request. These
briefs will be typed eight to a page on overprinted Duplimats
which will be printed on lightweight card stock, cut, and
returned by Reproduction within twenty-four hours. The Inventory
staff will handle collation and distribution.

This whole process, from receipt of recruitment request to
distribution of cards, will be completed within seventy-two
hours. Cancellations will be handled in a similar manner each
day with a monthly recapitulation.

 d. Filing System. A complete requisition inventory con-
sists of the following files:

 (1) "Serial" contains one copy of each active card
filed sequentially. This provides a complete
list of all outstanding requisitions. As soon as
the system has been in operation a sufficient
length of time these cards will automatically be
arranged according to date of recruitment request--
but this will not be true when the system is
activated. The serial file provides an effective
control and locator device.

 (2) "Unit" contains one card for each outstanding
requisition filed according to requesting unit.
The "requesting unit" is usually an Office or
major staff of CIA, but is broken down to a division
level when justified by volume. Cards will be filed
serially within each unit. This file provides for
review and analysis of outstanding requisitions by
requesting unit.

 (3) "Specialization" contains one copy of each card for
each profile number (not less than two nor more
than four) and will be filed accordingly. This
provides for review and analysis of all outstanding
requisitions (agency wide) on the basis of special-
ized function or activity and will be of great value
to Procurement and Placement Officers in determining
whether there is a current opening for a prospect
with specific qualifications. More complete infor-
mation about the Specialization Code is presented in
paragraph 3.

 (4) "Cancellation" contains one copy of each cancelled
card. Each day as cancellation notices are received,
all copies of that card except one should be pulled
and destroyed. The date is posted on the retained
card, and it is filed chronologically in the cancelled
file. At the present time, approximately 30 per cent of
the cancelled requisitions need to be reactivated due
to the loss of personnel prior to reporting for duty.
Such reactivation will be handled by issue of a new
card with new serial number and date but will refer to
previous cancellation. For that reason, it is
unnecessary for anyone outside of the Requisition

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Inventory Section to maintain a cancellation
file unless he wishes to do so for his own
analysis. If a card is merely reissued to
change a priority or make an editorial cor-
rection, it will retain the original date
and serial number.

e. Distribution. A minimum number of complete Requisi-
tion Inventories will be maintained on a "need to know" and
"secure service" basis. Appropriate portions of the Inventory
will be furnished to requesting units, Procurement and
Placement Officers and other interested persons. A tentative
distribution list is included in Appendix A.

3. Specialization Code. This code is used in cataloging the
various specialized areas of knowledge or activity. Four major
coding groups are provided, the first two include general occupational
fields, the third presents a world-wide area breakdown and the fourth
includes special functional and activity fields of particular interest
to CIA. The Code provides a systematic plan for cross indexing
recruitment requests according to special qualifications through the
use of numerical equivalents. All coding is performed by the Inventory
staff to provide a filing guide for the qualifications set forth on the
card. A copy of the Specialization Code will be furnished on 3" x 5"
cards to all interested persons.

4. Unit Code. The unit code identifies the requesting unit.
Copies of this code are already in the hands of recruiters and
additional copies are available from the Executive, PPD, but a copy is
not attached to this Instruction to avoid the higher security classi-
fication that would be required.

5. Forms. The following forms and memos are used with the
Inventory:

a. Recruitment Request (Form No. 37-8) is used by requesting
units to initiate action. This form is also used to reactivate a
recruitment request that was previously cancelled. Two copies
are sent to Placement, where requisition numbers are assigned and
one is forwarded to Requisition Inventory Section to be used in
preparing the Requisition Card. It is hoped that this form can
be revised to organize qualifications on a factual, essential,
and desirable basis, but in the meantime, requesting units are urged
to differentiate as clearly as possible between essential and
desirable—and to hold the former to a minimum. The requesting unit
should also designate priority (10 per cent, priority 1; 20 per cent,

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priority 2). The Placement Officers are available to assist requesting units in completing recruitment requests in a clear and precise manner.

b. Modification or Cancellation Memo (suggested draft included in Appendix B) is used to cancel, change priority, correct errors or request editorial change in Inventory Cards. Requesting units are urged to report cancellations as quickly as possible and to submit changes in priority, corrections, or any suggestions that will improve clarity and enable the Procurement and Placement Officers to do a more intelligent and effective job of nominating better qualified candidates to fill vacancies.

c. Requisition Cards. (Form 37-92) is the basic media of the entire system and is prepared and distributed by the Inventory staff.

d. Cancellation Notices will be sent out each day with the new cards. These will be prepared by the Inventory Staff, adapting a requisition card for the purpose. There also will be a monthly recapitulation of cancellations to minimize errors.

e. There are various forms for transmittal and other administrative purposes that are either self-explanatory or have narrow application.

6. Functions and Responsibilities. The Requisition Inventory has been designed to serve a number of important purposes, but maximum benefit can only be accomplished through the cooperation of all interested and affected persons and units. The following paragraphs outline the more important functions and responsibilities.

a. Requesting Unit. Since the ultimate objective is to enable the Procurement and Placement Officers to recommend a larger number of better qualified candidates in a shorter period of time to fill the authorized positions of the requesting units, it is of paramount importance that those units provide a clear and precise description of their needs. This involves the following:

(1) Submit a Recruitment Request (see paragraph 5-a) for every vacancy to be filled.

(2) Submit changes in priority, corrections, and suggestions to clarify qualifications (see paragraph 5-b).

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    (3) Submit cancellations immediately when position is filled, abolished, or to be held in abeyance.

    (4) Post pertinent data on back of requisition card. If you receive too few (or too many unqualified) candidates, review the card to make sure that qualifications are stated accurately.

    (5) Each office will receive three copies of each requisition card. It is suggested that each Personnel Officer file one by serial number, one by internal organization, and forward the third to the Requesting Division.

    b. Placement Officers will serve as professional consultants to the requesting units in the following ways:

    (1) Make sure that the requesting units have filed clear and precise recruitment requests for all positions that are to be filled.

    (2) Expedite recruitment request to Inventory staff. That staff will prepare, process, and distribute cards within seventy-two hours—but not a wheel can turn until recruitment requests are received.

    (3) Make sure that cancellations, corrections, and priority changes are reported promptly.

    (4) Post back of requisition card and review quality and quantity of candidates with requesting unit. Urge requesting unit to initiate change in qualifications in card if such action is indicated.

    c. Inventory Staff will establish and maintain system as outlined in paragraphs 1 and 2.

    d. Statistical Officer will constantly review and analyze results in order to make appropriate reports and recommendations including:

    (1) Appropriate use of machine records.

    (2) Thirty- and sixty-day reports on Priority 1 and 2 cases.

    (3) Statistical analysis to reveal:

       (a) Volume of traffic by requesting unit

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     (b) Ratio of prospects to nominees, candidates
and employment actions.

     (c) Concentrations by age, salary, and special-
ization.

     (d) Cost factors.

    f. <u>Recruitment Officers</u> will utilize system to the maximum extent in planning and discharging their responsibilities, including:

     (1) Maintain their card files with accuracy: adding new cards, removing cancelled cards, and posting nominees.

     (2) Insofar as practical, all nominees shall be recommended for specific positions, citing the serial numbers of Inventory cards.

     (3) Except in rare and justifiable instances, no nominee will be recommended for a position unless he appears to possess the factual and essential qualifications stated on the Inventory card.

     (4) As a general rule, recruiters will not recommend further consideration of prospects unless they appear to possess the factual and essential qualifications on one or more Inventory cards.

    g. <u>Applicant Control</u> will post all nominees on the back of appropriate cards.

    h. <u>DRB Interviewers</u> will generally follow the instructions for Recruitment Officers in paragraph 6-f.

    i. <u>Contact Offices</u>. Through the cooperation of the Assistant Director for Operations and the Chief of the Contact Division, complete Requisition Inventories will be maintained for the use of Recruitment Officers in strategic metropolitan areas.

    7. <u>Classification</u>: Precautions have been taken to keep the Requisition Inventory as sterile as possible and there is no direct reference to CIA or any subordinate units. For reasons of practical security the individual cards have not been classified but the various units and the system in its entirety should be treated "Confidential."

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If in a small number of cases (estimated at 2 or 3%)sterilization of copy causes ambiguity this will be clarified by a separate explanatory sheet which will be classified appropriately.

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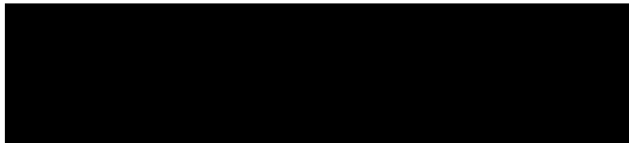
Attachments
  Appendix A and B

Executive
Personnel Procurement Division

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